

City of Greensboro

Patrol Staffing Study Executive Summary



Prepared by:

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EXECUTIVE SUMMARY

In the fall of 2003, the City of Greensboro's Budget and Evaluation Department and Police Department began a collaborative effort to examine the current staffing level of the patrol function in the Greensboro Police Department (GPD). The purpose of the study is to document the current service capabilities of the patrol function and evaluate its service effectiveness based on performance measures, agreed upon benchmarks, and comparisons with similar jurisdictions. The data collected throughout this study, as well as expectations of citizens and City leaders, should be used to provide a framework for staffing needs and to evaluate requests for additional staffing.

The findings of this study seem to indicate that perceived deficiencies within the patrol function are based mostly on the expectations the Greensboro Police Department has set for its officers in terms of patrol and proactive activity. Patrol Officers in Greensboro answer approximately the same number of Calls for Service per Employee (Sworn Only or Total) as those in similar jurisdictions and seem to spend approximately the same amount of time answering Calls for Service as officers in similar jurisdictions. The Greensboro Police Department does however appear to be staffed at a lower level than the average of similar jurisdictions and has slower than average response times. Additional officers are required in order to increase the amount of time spent on proactive functions and patrolling.

Based on the research conducted as part of this study, the following information is known about current service levels.

- *In FY 2002-2003, the GPD received 220,705 Calls for Service (CFS). Of these, 41,192 were traffic stops. Differential Police Response units (Telephone Response, Mobile Response Team) responded to 22,459, or 12.5 percent of the total "Non-Traffic Stop" Calls.*
- *The average response time in FY 2002-2003 for Priority 1, 2, & 3 calls was 12.04 minutes. The average response time for Priority 1 calls alone was 7.85 minutes. This figure drops to 39.19 minutes for Priority 3 calls.*
- *A Greensboro Patrol Officer spends approximately 20.5% of his/her time on administrative duties, 72.9% of his/her time answering Calls for Service, and 6.6% of his/her time on patrol and conducting proactive services.*

As a community, Greensboro doesn't appear to have a greater demand for service than other comparable cities in the State.

- *Greensboro ranks low in relation to the comparison cities in terms of the number of the most serious crimes and in total calls dispatched.*

The Greensboro Police Department appears to have a below average number of employees and sworn officers compared to other comparable cities.

- ***Greensboro ranks below average for both the number of sworn officers and number of total employees per 1,000 residents in relation to the comparison cities.***
- ***Greensboro has fewer sworn officers per square mile and fewer sworn officers per road mile than the average of the comparison cities.***

The Greensboro Police Department patrol officers answer a below average number of Calls for Service in relation to those in comparable cities.

- ***Greensboro ranks below the average of the comparison regarding the number of calls dispatched per employee (sworn & non-sworn) and calls dispatched per sworn officer.***

Response times for the Greensboro Police Department are slower than other comparable cities.

- ***Greensboro is slower than average in terms of response time to high priority calls in regards to the comparison cities.***

It should be noted that the Police Department has already taken steps to ensure its existing personnel are used in a way that supports good stewardship and helps prepare the agency for future demands. By lengthening the shift of patrol officers and assigning additional personnel to the patrol function, the Department has been able to increase the number of officers available during critical service delivery times and increase the amount of time patrol officers have for proactive duties. These changes reduced the amount of time patrol officers spend answering calls for service from 78.1 percent to 72.9 percent. To achieve such a reduction prior to the schedule changes would have required an additional fifteen officers. The GPD will also continue to use Telephone Response Units and non-sworn personnel when possible in an effort to reduce the call load of patrol officers and increase time available for proactive duties.

Based on these findings, this report offers four different staffing options. The number of additional officers included in each option is based on achieving a target percentage of time that patrol officers should spend on patrol and performing proactive duties. Any decisions concerning the appropriate staffing level of the patrol function should be based on the level of service desired from the Police Department while taking into consideration the findings of this study. It should be noted however that the information in this report should be considered in its entirety as no one particular measure offers a definitive answer as to which option is appropriate for Greensboro.